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Final results framework of the UNICEF Strategic Plan, 2014-2017

Summary

The present document, prepared in accordance with Executive Board decision 2013/16, provides an update to document E/ICEF/2013/21/Add.1, the addendum to the Strategic Plan, 2014-2017 (E/ICEF/2013/21). It refines the summary results and key performance indicators, and includes baselines and targets, for the Strategic Plan.

* E/ICEF/2014/5.

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I. Results and key performance indicators

1. Since the second regular session of the Executive Board took place, in September 2013, an intensive process has been undertaken to develop the baselines and targets. Various approaches have been used for the different levels of indicators. Following consultation with partners, and giving particular emphasis to programme countries, UNICEF reviewed and in some cases updated the indicators contained in the present document, paying attention to their measurability, strategic nature, and compliance with results-based management criteria. The review helped to reduce the number of indicators by over 20 per cent in 2014, compared to the number presented as part of the Strategic Plan in 2013.

2. The terminology used for the indicators is consistent with the guidance provided by General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system. The terminology also reflects a shared approach with other United Nations organizations, including the United Nations Development Programme, the United Nations Population Fund, and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

3. Since results at the impact level reflect collective action of States with the support of development partners, it would not be appropriate for UNICEF to propose targets or time frames unilaterally. Instead, baselines, targets and time frames in the Strategic Plan at impact level have been included whenever they already exist in global commitments such as the Millennium Development Goals, the United Nations General Assembly Political Declaration on HIV/AIDS, and World Health Assembly resolutions. In cases in which UNICEF is contributing to impacts for which no target has yet been agreed at a global level, UNICEF will populate the impact level of the results matrix after targets have been agreed through processes such as the development of the Sustainable Development Goals. Even where targets do not yet exist, or where no milestones have been identified for 2017, UNICEF will report impact-level changes to its Executive Board as data become available.

4. At the outcome levels, the targets are again the product of shared action. Whenever possible, they reflect globally agreed targets. Where no global targets exist, UNICEF has engaged with key stakeholders at national level, and national monitoring systems will be responsible for assessing the current situation and expected progress in 2014-2017. The targets listed below thus reflect ambitious but achievable estimates of the progress expected by the end of the strategic plan period.

5. The results framework also proposes various forms of data disaggregation that will be tracked by UNICEF (e.g., female/male, rural/urban, wealth quintile). It should be noted, however, that not all countries produce disaggregated data for all indicators. UNICEF will advocate with and support national partners to progressively develop their methods to collect disaggregated data so that monitoring and tracking of indicators is meaningful for the overall purpose of reaching the most disadvantaged. Additional disaggregation — such as by ethnicity, subnational area, disability or other characteristics — will be collected and analysed at the national level as appropriate and feasible.

6. The output level reflects UNICEF contributions most directly. Accordingly, the output indicators measure only those results achieved with UNICEF support. To set output targets, UNICEF involved all its country offices to determine the current status on indicators that reflect a relatively strong association between UNICEF and the results measured. As with the outcome level, the targets are considered ambitious but achievable, and the forms of disaggregation are included in the framework. Each year, reporting will assess the progress toward the targets.

7. Given the unpredictability of humanitarian situations, setting targets for indicators in this area involve a different process. The annual *Humanitarian Action for Children* report contains annual targets reflecting the latest knowledge regarding humanitarian situations. Estimating baselines for humanitarian situations at the outcome and output levels is not possible, since baselines depend on the humanitarian situations that may arise. UNICEF will report on the number of people reached in areas targeted with UNICEF assistance at the output level and will report the number of countries that meet country-defined targets for each humanitarian situation.

8. A comprehensive analysis of the risks, assumptions and mitigation measures as well as the elements of the theory of change for all outcomes and outputs have been outlined in a supplementary programme note that is available separately for information and will be periodically refined.

9. The updated status of indicators will be reported globally each year, and support will be provided to strengthen monitoring systems in countries to generate the required information. For indicators that rely on nationally representative household surveys, the status at the country level will be updated every three to five years on average. Additional indicators will also be aggregated and reported in a "data companion" that is developed each year to accompany the annual report of the Executive Director of UNICEF. The data companion to be issued in 2014 will aggregate the status of commonly used indicators from all relevant country programmes on the completion of key activities (e.g., training completed, supplies provided).

Acronyms used in the tables

ART	Antiretroviral therapy
CCCs	Core Commitments for Children in Humanitarian Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CO	Country office
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
DE	Development effectiveness
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DHS	Demographic and Health Survey
DOC	Division of Communication
DPS	Division of Policy and Strategy
DTP	Diphtheria, Tetanus and Pertussis
EMIS	Educational Management Information System
EMOPS	Office of Emergency Operations
EMTCT	Elimination of Mother-to-Child Transmission (of HIV)
EO	Evaluation Office
EWEA	Early Warning, Early Action plans
GD	Global database (maintained by UNICEF headquarters)
GDP	Gross Domestic Product
GPI	gender parity index
GMA	Governance, United Nations and Multilateral Affairs
HPM	Humanitarian Performance Monitoring
HQ	UNICEF headquarters
ITSSD	Information Technology Services and Solutions Division
JRF	Joint Reporting Form on Immunization
M/F	Male/Female
MICS	Multiple Indicator Cluster Survey

MNCH	Maternal, Neonatal and Child Health
MoRES	Monitoring Results for Equity System
NA	Not applicable
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OIAI	Office of Internal Audit and Investigations
ORS	Oral rehydration salts
OSEB	Office of the Secretary of the Executive Board
PD	Programme Division
QCPR	Quadrennial comprehensive policy review
SAM	Severe acute malnutrition
SLA	Service Level Agreement(s)
SD	Supply Division
TBD	To be determined
U/R	Urban/rural
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNESCO	United Nations Educational, Scientific and Cultural Organization
WASH	Water, sanitation and hygiene
WHO	World Health Organization
WQ	Wealth quintile

Impact: Realizing the rights of every child, especially the most disadvantaged		
Impact indicators	**Baseline**	**Target**
1: Health		
1a. Under-five mortality rate (as pledged in A Promise Renewed)	48 (2012)	15 (2035) (global average) 20 (2035) (maximum at country level)
1b. Neonatal mortality rate	21 (2012)	7 (2035)
2: HIV and AIDS		
2a. Number of new HIV infections among children under 15 years (2012 United Nations General Assembly Political Declaration on HIV/AIDS)	260,000 children (2012)	40,000 (2015)
2b. Percentage of children under 15 years with access to HIV prevention and treatment[1]	34% (2012)	90% by 2015
3: Water, sanitation and hygiene		
3a. Proportion of population practising open defecation	15%	10%
3b. Proportion of population using an improved source of drinking water	89%	92%
4: Nutrition		
4a. Number of children under 5 years who are moderately and severely stunted	171 million (2010)	approx. 100 million (2022)
4b. Percentage of women of reproductive age with anaemia	42% pregnant/ 30% non-pregnant	TBD
5: Education		
5a. Number of primary school-age children out of school and related gender parity index (GPI)	T= 57.2 million F = 30.6 million M = 26.6 million GPI = 0.87 (2011)	0 1.0 (2015)
5b. Primary completion rate (expressed as Gross Intake Ratio in the last grade of primary) and related GPI	T = 91% F = 90% M = 91% GPI = 0.98 (2012)	100% 1.0 (2015)

[1] Based on Global Plan for 22 EMTCT Priority Countries.

Impact: Realizing the rights of every child, especially the most disadvantaged		
6: Child protection		
6a. Number of violent deaths per 100,000 children	2.0 Male 1.9 Female	TBD
6b. Percentage of women 20-24 who were married or in a union by age 18	34% (2005-2012)[2]	TBD
6c. Percentage of children under five whose birth is registered	65% (2005-2012)	TBD
7: Social inclusion		
7a. Number of countries[3] where social protection systems have a positive impact on children's well-being	45	53
7b. Number of countries that have ratified the Convention on the Rights of the Child and its Optional Protocols, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities	CRC – 190 CRC OP1 – 153 CRC OP2 – 165 CRC OP3 – 10 CEDAW – 186 CRPD – 141	193
7c. Number of children living in extreme poverty	550 million (2010)	447 million

[2] Excludes China.

[3] Unless otherwise specified, the term "countries" in the results framework refers to countries with which UNICEF cooperates in pursuit of a particular output or to whose efforts UNICEF is contributing in pursuit of a particular outcome or impact.

Outcome 1: Health

Outcome indicators	Baseline	Target*	Source	Disaggregation
P1. Outcome: Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours.				
P1.1 Countries with at least 80% of live births attended by a skilled health personnel (doctor, nurse, midwife or auxiliary midwife)	51 (2010-latest)	At least 60	GD	U/R; Age and WQ where feasible for country monitoring
P1.2 Countries with at least 80% of women attended at least four times during their pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy	18 (2010- latest)	At least 25	GD	U/R; Age and WQ where feasible for country monitoring
P1.3 Countries that are verified/validated as having eliminated maternal and neonatal tetanus	34	54	GD	NA
P1.4 Polio-endemic or newly infected countries that become polio-free	3 5	All	GD	NA
P1.5 Countries with at least 90% coverage at national level, at least 80% coverage in every district or equivalent administrative unit for children < 1 year receiving (a) measles-containing vaccine, (b) DTP containing vaccine *(Number and percentage of children immunized with measles in humanitarian situations will be reported separately)*	Measles: i. 129 ii. 61 DTP: i. 132 ii. 66	All countries	GD HPM	M/F; U/R; and WQ where feasible for country monitoring
P1.6 Countries with at least 80% of children aged 0-59 months with diarrhoea receiving ORS	0	20	GD	
P1.7 Countries with at least 80% of children aged 0-59 months with symptoms of pneumonia taken to an appropriate health provider	7 (2010- latest)	20	GD	M/F; U/R; and WQ where feasible
P1.8 Countries with at least 80% of children aged 0-59 months with fever who had a finger- or heel-stick for malaria testing	0 (2010-latest)	15	GD	M/F; U/R; and WQ where feasible
P.1.9 Malaria-endemic countries with at least 80% of children aged 0-59 months sleeping under an insecticide-treated net	0 (2010-latest)	25	CO	M/F; U/R; and WQ where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers, from pregnancy to adolescence, for improved healthy behaviours				
P1.a.1 Countries in which a MNCH communication plan has been developed, budgeted and implemented	33	48	CO	NA
P1.a.2 Polio-affected countries with less than 1% of children under 5 years missing polio vaccination due to refusal	2	3	CO	NA
Output b: Increased national capacity to provide access to essential high-impact maternal and child health interventions				
P1.b.1 Countries without stockouts lasting more than one month at national level for ORS	142	157	CO	NA
P1.b.2 Countries without stockouts lasting more than one month at national level of (a) DTP containing vaccine; (b) measles vaccine	a) 141 b) 149	TBD	GD	NA
P1.b.3 Countries in which the target number of community health workers are trained to implement integrated community case management	22	40	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up of health interventions				
P1.c.1 Countries in which barriers and bottlenecks related to child survival are monitored in at least 80% of DHSS targeted districts	11	TBD	CO	NA
P1.c.2 Countries in which all relevant (out of the 13) essential commodities are a) registered and b) with guidelines for use in facilities and communities	a) 72 b)61	a) 100 b) 80	CO	NA
P1.c.3 Countries in which a policy for community health workers to provide antibiotics for pneumonia is in place	79	100	CO	NA
P1.c.4 Countries with costed implementation plans for maternal, newborn and child health care	72	TBD	CO	NA
P1.c.5 Countries in which a policy for home visits of newborns is developed and/or revised, adopted and in use	51	TBD	CO	NA
P1.c.6 Countries that have mainstreamed risk reduction/resilience, inclusive of climate change into national health strategies and plans	40	60	CO	NA
Output d: Increased country capacity and delivery of services to prevent excess mortality among girls, boys and women in humanitarian situations				
P1.d.1 Cholera-endemic (or at risk for cholera) countries with comprehensive multi-sectoral cholera preparedness plans	32 (out of 39 with cholera endemic)	39	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P1.d.2 Number and percentage of UNICEF-targeted children 6-59 months (or 6 months to 15 years in affected areas) in humanitarian situations vaccinated against measles§	70%	95%	CO	M/F where feasible
P1.d.3 Number and percentage of UNICEF-targeted families in humanitarian situations that receive two insecticide-treated nets in malaria-endemic areas§	30%	100%	CO	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of maternal and child health				
P1.e.1 Countries that have plans with budgets allocated to reduce adolescent pregnancy	30	TBD	CO	NA
P1.e.2 Countries that produce sex-differentiated infant and child mortality estimates	IMR: 68 U5MR: 64	IMR: 157 U5MR: 157	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child health				
P1.f.1 Number of peer-reviewed journal or research publications by UNICEF on maternal, newborn, child or adolescent health #	0	45	GD	NA
P1.f.2 Number of countries that have conducted a launch of A Promise Renewed followed by annual review	TBD	TBD	APR	NA

Outcome 2: HIV and AIDS

Outcome indicators	Baseline	Target*	Source	Disaggregation
P2. Outcome: Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents				
P2.1 Countries with at least 80% coverage of antiretroviral treatment (ART) among eligible children aged 0-14 years and eligible adolescent girls and boys aged 10-19 years	0-14-6 10-19-0 (2012)	38 UNAIDS priority countries	GD	M/F and age where feasible
P2.2 Countries providing at least 80% coverage of triple drug regimens for all pregnant women living with HIV	8 (2012)	22 Global Plan for EMTCT priority countries	GD	Age where feasible
P2.3 Countries where at least 50% of the overall HIV and AIDS budget is funded through domestic resources	61 (2012)	144[4]	UNAIDS global report	NA
P2.4 Countries with at least a 60% coverage in condom use at last sexual encounter among adolescents aged 15-19 years reporting multiple partners in last year	Males: 10 out of 14 Females: 1 of 13	38 UNAIDS priority countries	GD	M/F; U/R; WQ where feasible
P2.5 Number and percentage of people in humanitarian situations who have access to HIV prevention and treatment§	NA	80% of targeted population	CO	Age

[4] The target is 100 out of the 144 low- and middle-income countries (according to the World Bank income classification as of July 2012).

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers for healthy behaviours related to HIV and AIDS and to use of relevant services, consistent with UNAIDS Unified Budget, Results and Accountability Framework				
P2.a.1 Countries that have comprehensive behaviour change communication strategies for adolescents and youth including those from key populations	19	38	CO	N/A
P2.a.2 Countries with at least 80% of adolescents aged 15-19 years have comprehensive knowledge about HIV and AIDS in UNICEF targeted areas	0	38	GD	M/F
Output b: Increased national capacity to provide access to essential service delivery systems for scaling up HIV interventions				
P2.b.1 Countries with at least 80% of eligible adolescents 10-19 years receiving voluntary male medical circumcision	0	16	CO	NA
P2.b.2 Countries with at least 80% of antenatal care settings/facilities in targeted areas offering ART	10	22	CO	NA
P2.b.3 Countries implementing task-shifting or -sharing for non-physician health care providers to provide ART	11	22	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget to scale up HIV and AIDS prevention and treatment interventions				
P2.c.1 Countries reporting age- and sex-disaggregated data on HIV testing and counselling among adolescents 15-19 years and by sex	Females 23 Males 18	38	GD	NA
P2.c.2 Countries with national HIV/AIDS strategies that include proven high-impact evidence-based interventions to address HIV among adolescents	24	38	CO	Age
P2.c.3 Countries with national policies to implement sexuality or life skills-based HIV education in upper primary schools	30	38	CO	NA
P2.c.4 Countries with either a national child protection strategy or a national social protection strategy that includes elements focused on HIV	25	38	CO	NA
Output d: Increased country capacity and delivery of services to ensure vulnerability to HIV infection is not increased and HIV-related care, support and treatment needs are met in humanitarian situations				
P2.d.1 Number and percentage of HIV-positive pregnant women (out of those targeted by UNICEF) in humanitarian situations who receive treatment (either initiated or continuing) to prevent mother-to-child-transmission of HIV§	NA	80%	HPM	Advocate for data by "initiating" or "continuing"
P2.d.2 Number and percentage of HIV positive children (out of those targeted by UNICEF) in humanitarian situations who receive ART§	NA	80%	HPM	M/F and advocate for initiating or continuing

Output indicators	Baseline	Target*	Source	Disaggregation
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of HIV and AIDS				
P2.e.1 Countries with national household survey based data on HIV disaggregated by age and sex collected within the preceding 5 years	18	38	GD	NA
P2.e.2 Countries that have undertaken a gender review of the HIV policy/strategy of the current national development plan with UNICEF support	0	38	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in HIV and AIDS				
P2.f.1 Number of peer reviewed journal or research publications by UNICEF on HIV and AIDS #	0	20	HQ	NA
P2.f.2 Number of key global and regional HIV/AIDS initiatives in which UNICEF is a co-chair or provides coordination support	6	6	HQ	NA

Outcome 3: Water, sanitation and hygiene

Outcome indicators	Baseline	Target*	Source	Disaggregation
P3. Outcome: Improved and equitable use of safe drinking water, sanitation, and improved hygiene practices				
P3.1 Countries in which more than 75% of households have an improved source of drinking water	103	125	GD	U/R
P3.2 Countries in which more than 50% of the population has an improved sanitation facility	117	137	GD	U/R
P3.3 Countries in which more than 50% of primary and secondary schools have WASH facilities meeting national standards	87	137	CO	U/R
P3.4 Countries in which more than 20% of households have appropriate hand-washing facilities	3 out of 11 with data	20	GD	U/R
P3.5 Countries in which more than 33% of the population practises open defecation	21	15	GD	NA
P3.6 Number and percentage of people in humanitarian situations who access and use (a) safe drinking water, (b) adequate sanitation and hygiene facilities, (c) handwashing facilities§	NA	At least 80% of the targeted population.	HPM	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and families leading to sustained use of safe drinking water, adoption of adequate sanitation and good hygiene practices				
P3.a.1 Countries implementing national hand-washing behaviour change communication programmes	76	86	CO	NA
P3.a.2 Countries implementing water safety plans at community level	TBD	30 additional countries	CO	NA
Output b: Increased national capacity to provide access to sustainable safe drinking water and adequate sanitation				
P3.b.1 Countries with an established target to provide access to drinking water to underserved populations	85	100	CO	NA
P3.b.2 Countries implementing a national strategy to eliminate open defecation	15	35	CO	NA
P3.b.3 Countries with at least 50% of primary schools having access to adequate sanitation facilities for girls	87	100	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up of interventions to promote safe drinking water, adequate sanitation and good hygiene practices				
P3.c.1 Countries implementing a "sustainability compact" for WASH with evidence of continuous monitoring	9	15	CO	NA
P3.c.2 Countries integrating climate change and/or risk management strategies into WASH sector plans	37	57	CO	NA
P3.c.3 Countries with a an annual budget for basic sanitation that is at least 0.5% of GDP	2 (2010)	10	CO	NA
Output d: Increased country capacity and delivery of services to ensure girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities in humanitarian situations				
P3.d.1 Number and percentage of UNICEF-targeted population in humanitarian situations (a) accessing sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene; (b) using appropriate sanitation facilities and living in environments free of open defecation; (c) able to practice appropriate handwashing and menstrual hygiene; (d) accessing appropriate WASH facilities and hygiene education in schools, temporary learning spaces and other child-friendly space§	NA	80% of UNICEF targeted population	HPM	M/F where feasible
P3.d.2 Countries in humanitarian action where country cluster or sector coordination mechanism for WASH meet CCC standards for coordination§	NA	100%	HPM	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of water, sanitation and hygiene practices				
P3.e.1 Countries with national monitoring systems reporting on equity of access to WASH services	33	43	CO	NA
P3.e.2 Countries implementing menstrual hygiene management in WASH in schools programmes	39	50	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in safe water, sanitation and hygiene practices				
P3.f.1 Number of peer reviewed journal or research publications by UNICEF on WASH and children #	0	8	HQ	NA
P3.f.2 Number of key global and regional WASH initiatives in which UNICEF is the co-chair or provides coordination support	5	5	HQ	NA

Outcome 4: Nutrition

Outcome indicators	Baseline	Target*	Source	Disaggregation
P4. Outcome: Improved and equitable use of nutritional support and improved nutrition and care practices				
P4.1 Countries with a current exclusive breastfeeding rate among children 0-5 months old $\geq$ 50% and no recent significant decline	27 (2007-2013)	40	GD	NA
P4.2 Countries with at least 90% of households consuming adequately iodized salt	6 (2007-2013)	40	GD (Q.3, a)	NA
P4.3 Countries with at least 80% of primary caregivers engaged in early childhood stimulation for under three-year olds at home.	14	50	GD	M/F
P4.4 Countries with at least 90% of children 6-59 months covered with 2 annual doses of Vitamin A supplements	22/82 (2011-2012)	44	GD	NA
P4.5 Number and percentage of children between 6-59 months affected by SAM, a) reached with quality treatment; b) recovery of > 75%; and c) reduction of mortality (report separately for humanitarian situations)	a. NA b. > 75% c. 1% (2013)	a. 100% b. > 75% c. < 10% in therapeutic care	GD HPM	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers and communities for improved nutrition and care practices				
P4.a.1 Countries with capacities to provide infant and young child feeding counselling services to at least 70% of communities	16	40	CO	NA
Output b: Increased national capacity to provide access to nutrition interventions				
P4.b.1 Countries with sufficient supply to provide two annual doses of Vitamin A supplements to all children aged 6-59 months	72	82	CO	M/F where feasible
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up nutrition interventions				
P4.c.1 Countries where the International Code on Marketing of Breastmilk substitutes is adopted as legislation, monitored and enforced	52	72	CO	NA
P4.c.2 Countries with a policy or plan targeting anaemia reduction in women and girls	Women: 77 Girls: 38	Women: 100 Girls: 50	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P.4.c.3 Countries that have a nutrition sector plan or policy developed or revised that includes a risk management strategy to address disaster/ crisis risks (e.g. natural disaster/climate/conflict)	56	70	CO	NA
Output d: Increased country capacity and delivery of services to ensure protection of the nutritional status of girls, boys and women from effects of humanitarian situations				
P4.d.1 Number and percentage of UNICEF-targeted children aged 6-59 months with severe acute malnutrition in humanitarian situations are admitted to programmes for management of acute malnutrition and recover§	Recovery rate > 75%	Recovery rate > 75%	HPM	M/F where feasible
P4.d.2 Countries in humanitarian action where country cluster or sector coordination mechanism for Nutrition meet CCC standards for coordination§	20	100%	HPM	NA
P4.d.3 Number and percentage of UNICEF-targeted children aged 0-23 months in humanitarian situations who are accessing infant and young child feeding counselling for appropriate feeding and early childhood development services§	20%	TBD	HPM	M/F where feasible
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of nutrition				
P4.e.1 Countries with national management information systems that disaggregated data on nutrition	90	100	CO	NA
P4.e.2 Countries that have undertaken a gender review of the nutrition policy/strategy in the current national development plan cycle with UNICEF support	20	40	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child nutrition				
P4.f.1 Number of peer reviewed journal or research publications by UNICEF on Nutrition in children and women #	0	20	GD	NA
P4.f.2 Number of key global and regional Nutrition initiatives in which UNICEF is the co-chair or provides coordination support	6	10	GD	NA

Outcome 5: Education

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved learning outcomes and equitable and inclusive education				
P5.1 Countries with primary/lower secondary school age out-of-school rate below 5%	Primary T = 46% F = 40% M = 40% L. Secondary T = 24% F = 22% M = 22% (2008-12)	Primary T = 66% F = 52% M = 52% L. Secondary T = 27% F = 27% M = 27%	UNESCO	M/F
P5.2 Countries with increasing learning outcomes	T = 66% F = 64% M = 64%	T = 75% F = 75% M = 75%	GD	M/F
P5.3 Countries with at least 20% of government expenditure on education	28 (2008-2012)	35	UNESCO	NA
P5.4 Countries with poorest quintile attendance rate: - - above 80% in primary education - above 25% in early childhood education	Primary 44 Early childhood 9	Primary – 61 Early childhood 22	GD	NA
P.5.5 Programme countries in which at least 80% of children aged 36-59 months have been engaged in activities with an adult to promote learning and school readiness	16 (2005-latest)	31	GD	M/F
P.5.6 Number and percentage of children in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces)§	NA	At least 80% of targeted population.	CO	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support to communities with disadvantaged and excluded children to start schooling at the right age and attend regularly				
P5.a.1 Countries with functional school management committees at primary and secondary level	55	123	CO	NA
P5.a.2 Countries in which the education management information system feeds finding back to communities or school management committees	59	106	CO	NA
Output b: Increased national capacity to provide access to early learning opportunities and quality primary and secondary education				
P5.b.1 Countries with innovative approaches at scale to improve access to education and learning outcomes for the most disadvantaged and excluded children	59	104	CO	NA
P5.b.2 Countries with quality standards consistent with child-friendly schools/education or similar models developed or revised	63	121	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up quality and inclusive education				
P5.c.1 Countries with well-functioning student learning assessment system, especially for early grades	81	119	CO	NA
P5.c.2 Countries with effective early learning policies and quality early learning programmes	76	119	CO	NA
P5.c.3 Countries with an education sector plan/policy that includes risk assessment and risk management	44	95	CO	NA
Output d: Increased country capacity and delivery of services to ensure girls and boys access to safe and secure forms of education and critical information for their own well-being in humanitarian situations				
P5.d.1 Number and percentage of UNICEF targeted children in humanitarian situations accessing formal or non-formal basic education§	73%	100%	HPM	M/F where feasible
P5.d.2 Number and percentage of UNICEF targeted children in humanitarian situations with access to humanitarian education programmes that have incorporated psychosocial support§	NA	50%	HPM	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
P5.d.3 Countries in humanitarian action where country cluster or sector coordination mechanism for Education meet CCC standards for coordination	31	100%	CO	NA
P5.d.4 Percentage for Education in global humanitarian funding	1.9% (2013)	At least 10%	OCHA	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of school readiness and performance				
P5.e.1 Countries with gender parity (between 0.97 and 1.03) in lower secondary education	47	55	UNESCO	NA
P5.e.2 Countries with EMIS providing disaggregated data that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children	66	123	CO	NA
P5.e.3 Countries with policies on inclusive education covering children with disabilities	91	124	CO	NA
P5.e.4 Countries with an education sector policy or plan that specify prevention and response mechanisms to address gender-based violence in around schools	68	88	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in education				
P5.f.1 Number of key global and regional Education sector initiatives in which UNICEF is the co-chair or provides coordination support #	18	20	HQ	NA
P5.f.2 Number of peer-reviewed journal or research publications by UNICEF on Education	0	15	HQ	NA

Outcome 6: Child protection

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children				
P6.1 Countries with 10% reduction in proportion of girls 15-17 years who have ever experienced sexual violence (forced to have sexual intercourse), in countries with prevalence of at least 5%	Out of 24 countries with data and prevalence of > 5%	4	GD	NA
P6.2 Countries with 10% reduction in proportion of children 2-14 (1-14) years who experience violent disciplinary practices by an adult member of the household [definition will change by 2017 to ages 1-14 years]	Out of 53 countries with data	10	GD	NA
P6.3 Countries with 20% reduction in number of children in detention per 100,000 child population	Out of 80 countries with data	15	CO	M/F
P6.4 Countries with 30% or more reduction in proportion of girls 0-14 years undergoing female genital mutilation/cutting	17 (2000-12)	5	GD	U/R
P6.5 Countries with 20% reduction in proportion of children 5-14 years involved in child labour, in countries with prevalence of at least 10% (definition will change by 2017 to refer to ages 5-17 years)	58 with >10% prevalence	5	GD	M/F; U/R; and WQ where feasible
P6.6 Countries with 20% reduction in proportion of children in residential care (out of all children in formal care)	Out of 113 countries with data over 2010-12	30	CO	M/F
P6.7 Countries with 10% reduction in proportion of women 20-24 years married by age 18 years, in countries with prevalence of at least 25%	50 (2010-12)	8	GD	U/R
P6.8 Percentage of parties to conflict listed in the annex to the Secretary-General's report on children and armed conflict that enter into action plans to end grave violations against children	6 of 8 governments (75%) Armed group – 1 out of 8 countries (12.5%)	100	SRSG-CAAC	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support and increased capacities of children and families to protect themselves and to eliminate practices and behaviours harmful to children				
P6.a.1 Countries with at least 50% of target population able to identify key protection risks prioritized in the country programme of cooperation and can name places where violations can be reported	Risk – 2 Place – 8	TBD	CO	NA
P6.a.2 Countries with 75% of targeted parents reached by programmes addressing child-rearing practices	2 out of 71 countries	65 out of 71 countries	CO	M/F; U/R; and WQ where feasible
Output b: Increased national capacity to provide access to child protection systems that prevent and respond to violence, abuse, exploitation and neglect				
P6.b.1 Countries with functioning child protection systems offering preventive and response services	71	100	CO	NA
P6.b.2 Countries with availability of free and universal birth registration	107	135	CO	NA
P6.b.3 Countries in which procedures and services for children in contact with law are applied and delivered in line with international norms	26	50	CO	NA
P6.b.4 Countries (of those with child marriage prevalence is 25% or higher) with national strategies or plans on child marriage with a budget	0	12	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up interventions that prevent and respond to violence, abuse, exploitation and neglect				
P6.c.1 Countries with legislation on child protection consistent with or better than international standards	81	100	CO	NA
P6.c.2 Countries with legislation in place that recognize children's right to be heard in civil and administrative proceedings that affect them (in line with Article 12 of the Convention on the Rights of the Child)	23	35	CO	NA
Output d: Increased country capacity and delivery of services to ensure that children's rights to protection from violence, abuse and exploitation are sustained and promoted in humanitarian situations				
P6.d.1 Number and percentage of UNICEF-targeted children in humanitarian situations benefitting from psychosocial support§	NA	> 80%	CO	M/F
P6.d.2 Countries in humanitarian action where country sub-cluster or sector coordination mechanism for a) child protection, b) gender-based violence	a) 31 b) 14	100%	EMOPS	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P6.d.3 Number and percentage of UNICEF-targeted children and women in humanitarian situations who experience sexual violence and receive multi-sectoral support services (e.g. health, psychosocial, livelihood/economic strengthening and justice)§	NA	> 80%	HPM	M/F where feasible
P6.d.4 Number and percentage of UNICEF-targeted children in humanitarian situations receiving appropriate alternative care services§	NA	> 80%	HPM	M/F where feasible
P6.d.5 Number and percentage of UNICEF-targeted children associated with armed forces and groups who have been released and reintegrated with their families, and receive appropriate care and services§	NA	> 80%	CO	M/F where feasible
P6.d.6 Number and percentage of UNICEF-targeted children who benefit from relevant mine action interventions§	NA	> 80%	HPM	M/F where feasible
P6.d.7 Number of humanitarian situations with UNICEF-supported mechanisms to monitor and report on grave violations against children	16	100%	HQ	NA
Output e: Increased capacity of governments and communities to identify and respond to human rights and gender dimensions of child protection				
P6.e.1 Countries that collect and publish routine administrative data on violence, exploitation and abuse of children, including violent deaths and injuries	51	75	CO	NA
P6.e.2 Countries that have revised or improved child protection policies on the basis of a gender review supported by UNICEF	35	48	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child protection				
P6.f.1 Number of peer-reviewed journal or research publications by UNICEF on Child Protection #	0	10	GD	NA
P6.f.2 Number of key global and regional Child Protection initiatives in which UNICEF is the co-chair or provides coordination support	15	TBD	GD	NA

Outcome 7: Social inclusion

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data				
P7.1 Countries with ***disaggregated*** national household survey data on birth registration collected within the preceding 5 years (such as MICS, DHS, etc.)	80	90	CO	NA
P7.2 Countries that expand the number of children covered by social protection systems	NA	52	CO	NA
P7.3 Countries with improved capacity to develop, implement and finance integrated social protection systems	NA	60	CO	NA
P7.4 Countries in which social spending on a per capita basis is being maintained or increasing	24	50	CO	NA
P7.5 Countries in humanitarian situations that systematically consult affected populations as part of humanitarian performance monitoring	53	NA	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for disadvantaged and marginalized children and families to use social protection systems and participate in decision-making processes affecting them				
P7.a.1 Countries with functional mechanism for participation of children to influence development agendas in the local, subnational or national plans that affect the most disadvantaged and marginalized	27	47	CO	NA
Output b: Increased national capacity to provide access to inclusive systems that protect children and adolescents from poverty and promote social inclusion				
P7.b.1 Countries that track effectiveness of social protection on at least one child outcome	62	78	CO	NA
P7.b.2 Countries with large urban populations (of 1 million or more) that produce and utilize disaggregated data on the most excluded (e.g., urban poor/slums)	44	TBD	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for inclusive social policies and social protection measures, including in risk-prone and fragile contexts				
P7.c.1 Countries with policy and/or budgetary frameworks that explicitly address child poverty and disparities	14	79	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P7.c.2 Countries that incorporate children's rights in the policy discourse on environmental sustainability, including climate change	11	40	CO	NA
Output d: Improved country capacity and national systems to promote resilience and strengthen response to humanitarian situations				
P7.d.1 UNICEF country offices with an Early Warning/Early Action (EWEA) system that was updated in the past 12 months in consultation with the most marginalized/disadvantaged populations	15	100%	CO	NA
P7.d.2 Percentage of countries in humanitarian situations with systems to monitor results of UNICEF-led clusters/sectors	NA	100%	CO	NA
P7.d.3 Percentage of countries with planning and monitoring systems that explicitly address risks (a) at national level; and (b) at subnational level	NA	100%	CO	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of social inclusion				
P7.e.1 Countries that have revised domestic legislation and administrative guidance in line with the concluding observations of the i) CRC, ii) CEDAW and iii) CRPD committees	i) 76 ii) 59 iii) 26	157	CO	NA
P7.e.2 Countries with national social or child protection strategy or plan that include elements focused on gender	53	60	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress towards social inclusion				
P7.f.1 Number of peer-reviewed journal or research publications by UNICEF on social protection, social inclusion, social policy, child poverty, and human rights #	0	TBD	GD	NA
P7.f.2 Number of key global and regional social protection, social inclusion, social policy, child poverty and human rights initiatives in which UNICEF is the co-chair or provides coordination support	11	19	GD	NA

* The target corresponds to the number of countries where UNICEF provides support in the respective programme area.
§ Number of countries will also be reported.
# New indicator and will be measured from 2014 only.

II. Organizational effectiveness and efficiency

Result	Key performance indicator	Baseline	Target	Source
Result: Higher quality programmes through results-based management				
Results area 1: Improved accountability of results				
Global technical leadership and support related to the seven Strategic Plan outcome areas are accessible, enabling technical excellence	DE.1 Percentage of country offices rating the i. accessibility, ii. coherence and iii. usefulness of technical guidance and support as satisfactory	i. 77% ii. 70% iii. 73%	i. >80% ii. >80% iii. >80%	DPS
	DE.2 Number of global development partnerships in which UNICEF is involved effectively investing resources for disadvantaged children	NA	All	PD
	DE.3 Percentage of country programme outcomes assessed as being achieved at time of completion of the country programme	NA	➢ 80%	DPS
	DE.4 Percentage of country programme outcomes and outputs that are annually reported as either on track or achieved	NA	➢ 80%	DPS
Policies, guidance and technical support are accessible and relevant, enabling high-quality country programming and reporting	DE.5 Percentage of new country programme documents (CPDs) approved by the Executive Board that meet organizational standards (on i. human rights-based approach, ii. Gender mainstreaming, iii. capacity development, iv. communication for development, v. results-based management and vi. South-South and triangular cooperation) (QCPR)	i. 76.4% ii. 67.2% iii. NA iv. 81.1% v. 81.4% vi. NA	➢ 80%	DPS
	DE.6 Percentage of country offices using common results-based management tools and principles (QCPR)	28%	➢ 50%	DPS
	DE.7 Percentage of country programmes of cooperation with South-South and triangular cooperation as an implementation strategy (QCPR)	60%	➢ 80%	DPS
	DE.8 Percentage of country offices that meet or exceed organizational standards (on human rights, gender, environmental sustainability and communication for development) (QCPR)	NA	➢ 80%	DPS
	DE.9 Percentage of country offices that meet organizational benchmarks for other implementation strategies	NA	➢ 80%	DPS
	DE.10 Percentage of country offices using the common United Nations Development Group capacity measurement approach (when fully developed) (QCPR)	TBD	➢ 80%	GMA

Result	Key performance indicator	Baseline	Target	Source
	DE.11 Country offices that track and report on expenditures using gender markers validated by a quality assurance process (QCPR)	NA	➢ 80%	PD
	DE.12 Number of country offices that apply the standard operating procedures for Delivering as One countries, or components of them (QCPR)	28%	➢ 50%	GMA
	DE.13 Percentage of country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory	92%	➢ 90%	DPS
	DE.14 Percentage of Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)	NA	100%	OSEB
Timely, effective and coordinated support is provided for saving lives and protecting rights in all humanitarian situations, building resilience and reducing vulnerability	DE.15 Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters	60%	➢ 80%	EMOPS
	DE.16 Percentage and number of country offices rating the accessibility, coherence and usefulness of technical guidance and support as satisfactory, disaggregated by fragile/conflict-affected/high-risk/transition countries (QCPR)	53%	➢ 80%	EMOPS
	DE.17 Percentage of support needs identified by country offices engaged in situation reporting that triggered action within 14 days	NA	➢ 80%	EMOPS
	DE.18 Percentage of major humanitarian situations in which UNICEF reported monthly on progress against a small number of CCC-aligned results indicators	81%	100%	EMOPS
Efficient and effective management of supplies enables achievement of programme results	DE.19 Percentage of procurement cases submitted to Contract Review Committee that are approved on first review	87% (CO)	➢ 90%	DPS
	DE.20 Number of innovations that reach a pre-defined endpoint	0	2 each year	SD
	DE.21 Percentage of orders delivered at port of entry at agreed target arrival date	57%	95%	SD
	DE.22 Percentage of country offices monitoring the proportion of (a) institutional, (b) individual contracts sourced from national expertise (QCPR)	a. 63 b. 65	100%	CO
	DE.23 Percentage of Supply Division-handled rapid response orders of supplies ready to be delivered within 48 hours of sales order release	90% (2012)	100%	SD

Result	Key performance indicator	Baseline	Target	Source
Enhanced transparency is achieved through improved access to key corporate information and official documents	DE.24 Timely publication of all financial and annual performance data in public domain	Annual	Quarterly	DPS
Result: Improved management of financial and human resources in pursuit of results				
Management results area 1: Independent corporate oversight and assurance				
Independent and effective oversight and assurance are effected through implementation of internal controls on the use of UNICEF resources and on the relevance, efficiency, effectiveness, sustainability and impact of UNICEF-assisted programmes	M1.1 Percentage of UNICEF evaluations with a formal management response	90% (2012)	> 80%	EO
	M1.2 Percentage of UNICEF evaluations rated unsatisfactory based on United Nations standards	8% (2012)	< 7%	EO
	M1.3 Percentage of country offices submitting at least one completed evaluation to the Global Evaluation Database each year	50%	75%	EO
	M1.4 Number of offices/divisions with audit recommendations outstanding for over 18 months	3	< 10 each year	OIAI
	M1.5 Number of country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)	59	100	DPS
	M1.6 Percentage of complaints investigated and closed within 6 months	85%	100%	OIAI
Timely and comprehensive responses to relevant evaluation findings	M1.7 Percentage of agreed evaluation recommendations (a) under implementation, (b) completed, as recorded in the global management response tracking system	a) 50% b) 15%	a) 60% b) 30%	EO
Management results area 2: Corporate financial, information and communication technology and administrative management				
Effective management, use and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems	M2.1 Management/administration/development effectiveness support costs as a ratio of total resources	11.6% (2012)	10.6%	DFAM
	M2.2 Percentage reduction in travel costs from management budget	2.9% (2012)		DFAM

Result	Key performance indicator	Baseline	Target	Source
	M2.3 Percentage of emergencies in which information technology services requested are provided as per standards in the revised CCCs	75%		ITSSD
	M2.4 Percentage of service-level agreement targets met or exceeded	External SLAs: ~100% Internal SLAs: ~76%	External SLAs: ~100% Internal SLAs: > 85%	ITSSD
	M2.5 Percentage of projects that are delivered within scope, time and budget	70%	75%	ITSSD
	M2.6 Number of countries implementing i. common services, ii. common long-term agreements, iii. harmonized approach to procurement, iv. common human resources management, v. information and communication technology services and vi. financial management services (QCPR)	i. All ii. 89 iii. 45 iv. 25 v. 28 vi. 27	i. All ii. All iii. TBD iv. TBD v. TBD vi. TBD	CO
	M2.7 Percentage of i. core expenditures on development-related activities directed to programme activities and ii. non-core expenditures on development-related activities directed to programme activities (QCPR)	i. 74% ii. 95%	TBD TBD	DFAM
Management results area 3: Corporate external relations and partnerships, communications and resource mobilization				
Strengthened partnerships with Member States, multilateral agencies and United Nations organizations, and strategic and innovative communications and public advocacy	M3.1 Percentage of donor reports submitted on time	92%	➢ 90%	CO
	M3.2 Income: i. regular resources, ii. other resources-regular, iii. other resources-emergency (in millions of US dollars)	i. 1,265 ii. 2,256 iii. 1,332	i. 1,504 ii. 1,938 iii. 790	DFAM
			➢	
	M3.3 Percentage coverage of UNICEF that is favourable or higher in global top-tier media	67%	>80%	DOC
	M3.4 Number of people engaged with UNICEF top global digital and social media platforms (and global leadership)	11.5 m Globally No. 1	Retain global No. 1	DOC
	M3.5 Percentage of global population with good opinion of the organization (Global Opinion Index)	63%	Remain No. 1	DOC
	M3.6 Percentage of UNICEF country offices participating in a	31%	➢ 50%	CO

Result	Key performance indicator	Baseline	Target	Source
	common budgetary framework			
	M3.7 Size and trend in funding from i. government and ii. non-governmental partners, including international financial institutions, regional development banks, civil society, private sector (QCPR) (in millions of US dollars)	i. 2,610 ii. 1,223	i. 2,590 ii. 1,642	DFAM
Management results area 4: Human resources management				
Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible and highly skilled and motivated workforce	M4.1 Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)	72	60	DHR
	M4.2 Percentage of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)	➢ 92%	➢ 90%	DHR
	M4.3 Percentage of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey	76% (2009)	> 90%	DHR
	M4.4 Percentage of staff who are female at (a) all levels and (b) P-5 and above	(a) 48% (b) 44%	(a) 50% (b) 50%	DHR
Management results area 5: Corporate leadership and direction				
Effective leadership and executive direction are assured for implementing results outlined in the Strategic Plan	M5.1 Percentage of the overall objectives of the Strategic Plan achieved	NA	➢ 90%	HQ
	M5.2 Percentage of staff that "strongly agree" or "agree" that UNICEF has a "speak-up culture"	NA	➢ 90%	HQ
Management results area 6: Staff and premises security				
Enhanced security measures for staff and premises are in place and a safer environment for UNICEF-assisted programmes is achieved	M6.1 Percentage of country offices meeting minimum operating security standards	91%	100%	EMOPS
	M6.2 Percentage of country offices meeting business continuity plan requirements	99%	100%	HQ
Management results area 7: Field/country office oversight, management and operations support				
Improved accountability is in place for achieving results at country and regional office levels	M7.1 Percentage of countries where UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)	NA	100%	CO
	M7.2 Percentage of country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions	86% (2012)	100%	DPS

Result	Key performance indicator	Baseline	Target	Source
	M7.3 Percentage of allocated regular resources for programmes expended at end of the year	96.5%	> 95%	DFAM
	M7.4 UNICEF contribution in cash provided to the resident coordinator system (QCPR)	US$ 2.6m	US$ 3.6m	GMA
	M7.5 UNICEF contribution in kind provided to the resident coordinator system (QCPR)	US$ 2.4m	TBD	GMA
Coordination of the United Nations development system				
Results area 7: United Nations development system leadership and coordination				
Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively	C.1 For globally led or co-led clusters and areas of responsibility, percentage of country-level clusters and areas of responsibility that have a designated country coordinator	100%	50%	EMOPS
	C.2 For newly activated clusters or areas of responsibility, percentage of country coordinator positions filled within 30 days of cluster activation	100%	90%	EMOPS

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UNICEF report on the recommendations of the Joint Inspection Unit

Summary

In accordance with Executive Board decision 2001/4, the present report summarizes the response of UNICEF to the recommendations contained in recent reports and notes of the Joint Inspection Unit (JIU) that are directly relevant to UNICEF. The seven reports and two notes included in this report were issued by the JIU from September 2012 through December 2013.

* E/ICEF/2014/5.

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I. Introduction

1. The Joint Inspection Unit (JIU) annually issues reports and notes addressed to the executive heads of United Nations organizations that have accepted the Unit's statute. Each report or note contains a series of recommendations for consideration by either the executive heads or the legislative/governing bodies of the organizations (see list of reports and recommendations in annex 1). The UNICEF report to its Executive Board provides, inter alia (a) a brief overview of the UNICEF response to relevant reports issued by the JIU from September 2012 through December 2013; and (b) comments on JIU recommendations that have been directed for consideration by the Executive Board (see annex 2). The complete reports and notes of the JIU may be obtained through the JIU website (www.unjiu.org) or through the hyperlinked titles of each report in section II of the present document.

2. Since submission of the previous report (E/ICEF/2013/6) to the Executive Board at its first regular session of 2013, UNICEF has continued to work with the JIU on various reviews conducted under its auspices and to follow up on the recommendations contained in the reports. This interaction on issues of common interest has increased the relevance of JIU reports, improved the implementation of their recommendations and enhanced transparency. Furthermore, member organizations of the United Nations System Chief Executives Board for Coordination have continued to provide consolidated responses to various JIU reports.

II. Overview of Joint Inspection Unit reports and recommendations

3. The seven JIU reports and two JIU notes of direct relevance to UNICEF are summarized below. Additional comments are provided on each report and the relevant recommendations.

A. Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework (JIU/REP/2012/4)

4. The objective of the report is to assess issues of efficiency, transparency and fairness in the recruitment process, bearing in mind principles such as geographical representation, gender balance and equality of official working languages within the context of the United Nations system organizations. The review addresses recruitment rules, policies and procedures across organizations, focusing on external recruitment leading to appointments of one year or more. It delivers a comparative analysis that identifies commonalities and differences, as well as good practices.

UNICEF comments

5. UNICEF takes note of the report on staff recruitment and has already made significant progress on many of its recommendations, as well as many of the benchmarks highlighted in the report. For example, in 2013, in accordance with the key performance indicator of UNICEF, recruitment time from the closing of a

vacancy announcement to issuance of an offer letter was within the established 90 days. UNICEF also notes that this report should be read in conjunction with the three JIU supplemental notes on staff recruitment (JIU/NOTE/2012/1, JIU/NOTE/2012/2, and JIU/NOTE/2012/3).

B. Review of Individual Consultancies in the United Nations System (JIU/REP/2012/5)

6. The objective of the report is to assess the efficiency and effectiveness of the use of individual consultancies in the United Nations system. This consolidated system-wide comparative analysis of policies and practices across the system highlights the similarities and differences among organizations, identifies good practices and makes recommendations for improvement.

UNICEF comments

7. UNICEF takes note of the report and has already completed eight of the recommendations and made significant progress on the remaining five. UNICEF is revising its policy containing provisions on the principles of contracting, identification and selection process, roles and responsibilities, performance and evaluation, and remuneration schemes. The policy also includes provisions on the use of retirees and applicable travel rules. Monitoring and oversight has also been strengthened through the implementation of an integrated data collection system improving efficiency, monitoring and reporting mechanisms for consultants. UNICEF notes the importance and need for a system-wide approach to individual consultancies.

C. Review of Enterprise Resource Planning (ERP) systems in United Nations organizations (JIU/REP/2012/8)

8. The objective of the report is to review the implementation, use, maintenance, evolution, upgrade and extension of existing ERP systems in the United Nations organizations, and establish success methods for enhancing sustainability and flexibility of evolving user requirements and technology. The report aims to help organizations improve their ERP systems; identify system-wide opportunities to share, harmonize and standardize ERP operations between organizations. In doing so, the report assesses the efficiency, effectiveness, value added, impact, user satisfaction, coherence and sustainability of ERP systems.

UNICEF comments

9. UNICEF is committed to further improving inter-agency efficiency and effectiveness in the operations and management of ERP systems, while at the same time noting the differing business models of each agency. For example, UNICEF is supportive of coherence efforts around business intelligence and reporting as a relevant method for achieving outcomes in interoperability. UNICEF feels there should be further convergence of United Nations business processes and ERP systems, and is eagerly awaiting the findings of the ERP analysis commissioned by the Chief Executives Board (CEB) for Coordination, which will start in 2014.

D. Lump-sum payments in lieu of entitlements (JIU/REP/2012/9)

10. The report considers the current and future applications of the lump-sum option for selected entitlements. It aims to determine whether its use saves on overheads and provides greater flexibility for staff, while not having significant financial implications. It considers whether there is a need to harmonize existing lump-sum procedures and establish acceptable and consistent calculation criteria and procedural rules to ensure fairness for staff working in different United Nations system organizations.

UNICEF comments

11. UNICEF notes that the current comprehensive review by the International Civil Service Commission on the compensation package for internationally recruited staff members, which is due in 2015, will address the recommendations contained in this report.

E. Financing for humanitarian operations in the United Nations system (JIU/REP/2012/11)

12. The objective of the report is to identify the spectrum of funding mechanisms and sources of humanitarian operations within the United Nations system, and compare or identify linkages in order to close gaps and avoid duplication. It aims to provide organizations with a coherent and strategic planning framework for the financing of humanitarian operations in order to enhance the system's capacity to deliver relevant and adequate assistance to the populations of disaster-affected countries in a reliable manner.

UNICEF comments

13. UNICEF welcomes the 2012 JIU review on financing for humanitarian operations in the United Nations system. The strong partnerships of UNICEF with Member States, donors and the Inter-Agency Standing Committee (IASC) at global, regional and country levels will bring the necessary synergy to implement the report's recommendations. Given the increasing severity and chronic nature of emergencies, UNICEF and its partners have been working to make the Consolidated Appeals Process (CAP) a strategic financial planning framework in order to strengthen the capacity of the United Nation system to deliver humanitarian assistance and carry out early recovery activities for the benefit of affected populations. Further coordination and harmonization among the United Nations Office for the Coordination of Humanitarian Affairs, the United Nations Development Programme and the United Nations Development Group, where feasible, will help to increase cost-effective, accountable and systematic management of resources.

F. Strategic planning in the United Nations system (JIU/REP/2012/12)

14. The objective of the report is to provide United Nations organizations with a tool to assist them in elaborating and formulating strategic plans. The report proposes good practices and system-wide guidelines. The effective use of these

guidelines for establishing processes and planning mechanisms, as well as for monitoring, evaluating, auditing and further budgeting strategic plans, would make strategic planning an instrument for promoting system-wide coordination and coherence in major programmatic sectors. The review identified different approaches and tools employed with regard to system-wide scope, duration of cycle, results-based management, the relationship between policy planning and resource mobilization, corporate capacity building, reporting, monitoring and evaluations.

UNICEF comments

15. UNICEF welcomes the rich analysis presented in the report and notes that it is an active participant in the United Nations system coordination, including through ongoing efforts of the CEB, the High-level Committee on Programmes and the High-level Committee on Management. UNICEF will continue to participate in processes that the Secretary-General may consider necessary for defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid overlap of activities across the United Nations system.

16. UNICEF, together with other United Nations funds and programmes, have harmonized terminology and instruments to enhance effectiveness and facilitate enhanced country-level strategic planning and the reporting of results. The Executive Board, through its decision 2014/1 adopted at the first regular session of 2014, approved modifications to procedures for consideration and approval of country programme documentation. For the two recommendations addressed to the Executive Board, the one related to harmonizing planning cycles has already been achieved with the approval of the UNICEF Strategic Plan, 2014-2017. UNICEF takes note of the recommendation on system-wide strategic sectoral frameworks, and will consider this recommendation within the context of the recently approved Strategic Plan, as well as the ongoing discussions on the post-2015 development agenda.

G. Flexible working arrangements in the United Nations system organizations (JIU/NOTE/2012/4)

17. The objective of the note is to examine the various flexible working arrangements throughout the United Nations system, the policies that are in place and the practical implications of the differing arrangements for staff, management and the organization.

UNICEF comments

18. UNICEF welcomes the recommendation contained in the note, and has incorporated content on the use of flexible working arrangements in several of its training programmes, particularly those intended for managers accountable for approving and supervising such arrangements. Staff and managers are encouraged to use flexible working arrangements, provided they can be reconciled with the interests of UNICEF, as one way to support staff well-being.

H. Reference checks in the United Nations system organizations (JIU/NOTE/2013/1)

19. The objective of the note is to assess issues of efficiency and effectiveness in the reference checking process, taking into consideration the diverse needs of United Nations system organizations. The report reviews relevant rules, policies and procedures across the system, and delivers a comparative analysis that identifies commonalities and differences, as well as good practices.

UNICEF comments

20. UNICEF supports and welcomes the two recommendations contained in this note. UNICEF fully supports the objective of harmonizing reference and background-checking practices across the United Nations system organizations and the utilization of the six benchmarks as guiding criteria for checking references and backgrounds.

I. Review of Long-Term Agreements in Procurement in the United Nations system (JIU/REP/2013/1)

21. The objective of the report is to evaluate the relevance, efficiency and effectiveness of the use of Long-Term Agreements (LTAs) in the United Nations system. The review covers a variety of issues regarding LTAs, including the assessment of existing policies, practices and statistical data, types of LTAs, their advantages and disadvantages, available guidelines and strategies applied, the level of collaboration through LTAs among United Nations organizations, and good practices and lessons learned.

UNICEF comments

22. Since the implementation of its global ERP system in January 2012, UNICEF has performed all procurement through this new system, which includes the establishment and management of purchase orders (POs)/contracts and LTAs. Information on contracts and LTAs can be consulted by all UNICEF procurement staff, and the ERP makes it possible to extract statistics on procurement and relate these to POs/contracts and LTA usage. This offers UNICEF the opportunity to effectively carry out oversight and coordination functions in the monitoring of its offices' procurement activities and the linkages of contracts/POs to LTAs in compliance with its policies and procedures. The procurement guidelines of the organization are regularly updated following the recommendations and initiatives of the Procurement Network within the High-level Committee on Management related to enabling and facilitating collaborative procurement. Where there are commonalities, UNICEF actively supports collaboration with other United Nations agencies in procurement. This is implemented on a case-by-case basis, depending on the nature, context and price structure of specific LTAs.

Ongoing/forthcoming Joint Inspection Unit reports and notes

23. UNICEF is participating in ongoing JIU reviews scheduled for completion in 2014 and looks forward to presenting its comments on them to the Executive Board at its annual session of 2015. Below is the preliminary list of such reports:

(a) Records and archives management policies within the United Nations (expected completion: 2014);

(b) Review of system-wide joint programming and administrative arrangements of operational activities within the United Nations system (expected completion: 2014);

(c) An analysis of the resource mobilization function within the United Nations System (expected completion: 2014);

(d) Use of non-staff and related contractual modalities in the field offices of the United Nations System organizations (expected completion: 2014);

(e) Selection and appointment process of the United Nations Resident Coordinators, including preparations, training and support provided to their work (expected completion: 2014);

(f) The management of implementing partners in the United Nations system (expected completion: 2014);

(g) Good practices in the management of capital/construction/refurbishment projects across the United Nations system (expected completion: 2014);

(h) An analysis of the evaluation function in the United Nations system (expected completion: 2014);

(i) The use of retirees and staff beyond retirement age in the United Nations system organizations (expected completion: 2014);

(j) Post-Rio+20 review of environmental governance within the United Nations system (expected completion: 2014);

(k) Feasibility study or a review of the United Nations Special Political Missions (expected completion: 2014);

(l) Feasibility study on a review of Safety and Security (expected completion: 2014).

Annex 1

List of Joint Inspection Unit reports and recommendations

JIU report symbol	*Report title*	*Total number of recommendations contained in the report*	*Total number of recommendations of relevance to UNICEF*	*Total number of recommendations of relevance to the UNICEF Executive Board**
JIU/REP/2012/4	Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework	4	3	1
JIU/REP/2012/5	Review of individual consultancies in the United Nations system	13	12	1
JIU/REP/2012/8	Review of Enterprise Resource Planning (ERP) systems in United Nations organizations	4	3	1
JIU/REP/2012/9	Lump-sum payments in lieu of entitlements	5	4	2
JIU/REP/2012/11	Financing for humanitarian operations in the United Nations system	8	5	1
JIU/REP/2012/12	Strategic planning in the United Nations system	5	4	2
JIU/NOTE/2012/4	Flexible working arrangements in the United Nations system organizations	5	1	0
JIU/NOTE/2013/1	Reference checks in the United Nations system organizations	2	1	0
JIU/REP/2013/1	Review of Long-Term Agreements in procurement in the United Nations system	5	5	1

* For details of these recommendations, see annex 2.

Annex 2

Summary of the remarks of UNICEF on JIU recommendations addressed to the Executive Board

Relevant recommendations	*Remarks*
Staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework (JIU/REP/2012/4)	
Recommendation 1 The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more (JIU/REP/2012/4, para. 27).	UNICEF supports and welcomes this recommendation. UNICEF supports the objective of harmonizing recruitment business practices across the United Nations system organizations and the utilization of the 15 benchmarks as the standard criteria for recruitment and for measuring progress.
Review of individual consultancies in the United Nations system (JIU/REP/2012/5)	
Recommendation 12 The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.	UNICEF supports this recommendation.
Review of Enterprise Resource Planning (ERP) systems in United Nations organizations (JIU/REP/2012/8)	
Recommendation 2 The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an ongoing basis, including implementation, maintenance and upgrade policy, cost-efficiency and achievements of the overall objectives of the projects.	UNICEF ERP business owners and technical groups are committed to the process of ERP harmonization, and continue to participate in the established United Nations governance groups. Although the operational interoperability remains challenging due to complexities of businesses process, technology platforms and policy, convergence are is expected. UNICEF is eagerly awaiting the findings of the CEB-commissioned ERP analyses starting in 2014.

Relevant recommendations	*Remarks*
Lump-sum payments in lieu of entitlements (JIU/REP/2012/9)	
Recommendation 1 The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing body should decide in 2015 whether to take any action deemed appropriate.	UNICEF believes that the current comprehensive review by the International Civil Service Commission of the compensation package for internationally recruited staff members, which is due in 2015, will address this recommendation.
Recommendation 3 The legislative/governing bodies of United Nations system organizations should request their respective executive heads to suspend, if not already the case, the payment of additional DSA (15 or 40 per cent), to those officials travelling on organizational budgets.	UNICEF current policy already discontinued the additional daily subsistence allowance (DSA) previously paid out to staff members at the D-1 levels and above.
Financing for humanitarian operations in the United Nations system (JIU/REP/2012/11)	
Recommendation 3 The General Assembly should mandate the Secretary-General to present, with the support of the IASC, a proposal on a set of good humanitarian funding principles advocating soft earmarking and a participatory approach, taking into account the good practices in the inclusive programme-based management and governance arrangements of CHFs at the country level and the experience made through the Good Humanitarian Donorship initiative.	UNICEF supports this recommendation and welcomes the proposal for the Secretary-General to advocate on good humanitarian funding principles. In emergencies, such principles are crucial to deliver a timely and effective response. UNICEF further affirms the need to build on lessons and experiences of existing pooled funding mechanisms and global financing principles.
Strategic planning in the United Nations system (JIU/REP/2012/12)	
Recommendation 4 The legislative bodies of the United Nations system organizations should formulate and define relevant system-wide sectoral strategic frameworks through the Economic and Social Council to address the long-term goals established by the 2005 World Summit	UNICEF notes the recommendation that the Economic and Social Council should develop system-wide sectoral strategic frameworks, and would support efforts to address long-term goals coherently. With the UNICEF Strategic Plan, 2014-2017, recently

Relevant recommendations	*Remarks*
Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.	approved by the Executive Board, the ongoing consultations for defining the post-2015 global agenda in the General Assembly will address long-term goals and future strategic plans of UNICEF.
Recommendation 5 The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	UNICEF agrees with this recommendation and worked with UNDP, UNFPA and WFP to harmonize and align strategic planning cycles, which covers the period 2014-2017. This time frame was agreed so that the strategic plans could take into consideration the recommendations made in the quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted by the General Assembly in its resolution 67/226 of 21 December 2012.

Flexible working arrangements in the United Nations system organizations (JIU/NOTE/2012/4)

The recommendations in this report do not require action by the UNICEF Executive Board.

Reference checks in the United Nations system organizations (JIU/NOTE/2013/1)

The recommendations in this report do not require action by the UNICEF Executive Board.

Review of Long-Term Agreements in procurement in the United Nations system (JIU/REP/2013/1)

Recommendation 5 The legislative/governing bodies should exercise their oversight role on the procurement function and procurement activities with a view to ensuring that the procurement function adequately fulfils its strategic role and that procurement activities, including LTAs, are carried out based on sound procurement plans and strategies.	The oversight role of procurement activities is routinely built into the UNICEF regulatory framework, which includes procurement strategies, Contracts Review Committee processes, authorization levels on procurement, and independent oversight of segregation of duties. At minimum, 70 per cent of UNICEF procurement is done through LTAs.

United Nations E/ICEF/2014/10

Economic and Social Council

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For discussion

United Nations Children's Fund
Executive Board
Annual session 2014
3-6 June 2014
Item 5 (a) of the provisional agenda*

Report on progress of work in gender equality and empowerment of women in UNICEF

Summary

This report is submitted pursuant to Executive Board decision 2013/9, which requested that UNICEF report during the 2014 annual session of the Executive Board on progress on gender equality and empowerment of women and on implementation of the new Gender Action Plan for 2014-2017.

* E/ICEF/2014/5.

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I. Introduction

1. UNICEF is at an important turning point, as the Millennium Development Goals agenda heads towards a conclusion, a new post-2015 framework is under construction and a new Strategic Plan has been adopted to shape the organization's direction for 2014-2017. Within this context, the development of a new Gender Action Plan (GAP) 2014-2017 in alignment with the Strategic Plan presents an opportunity to reflect the organization's demonstrated commitment to gender equality and the empowerment of women and girls as core to its mandate.

2. This report looks back at the year leading up to these developments, marked by the transition from the Strategic Priority Action Plan for Gender Equality (SPAP 2010-2013) to development of the GAP. Beginning with a final review of progress against key benchmarks of the SPAP the report provides an overview of the GAP development process, programmatic framework, desired results and measures for institutional effectiveness, and concludes with a look at the way forward with respect to finalizing and implementing the GAP.

II. Background

3. The SPAP, originally covering a three-year period (2010-2012), was extended by one year so that the cycle and gender results of the GAP would align with those of the Strategic Plan.

4. UNICEF began the year by undertaking an end-of-cycle review of the main achievements, challenges, gaps and lessons learned under the SPAP. The review covered progress across the eight change areas specified by the SPAP: (a) accountability and strategic framework; (b) capacity and knowledge; (c) leadership, influence and advocacy; (d) programming; (e) 'doing what we advocate'; (f) partnerships; (g) financial resources; and (h) communications. The review findings were reported to the Executive Board at its annual session in 2013.

5. The review conclusions indicated that the SPAP led to important progress in improving institutional systems and processes in support of gender equality, but that a stronger focus was needed on programming and results. UNICEF has made notable progress on leadership commitment, inter-agency partnerships, strengthening of planning and reporting processes, and most of all, ownership by regional and country offices with regard to gender as an institutional priority. However, further improvement is needed in terms of developing a programmatic framework, monitoring and tracking gender-equitable results, developing adequate technical capacity and expertise on gender as well as the necessary allocation of resources.

6. Building on these findings and the foundation of systems and processes established under the SPAP, UNICEF has been developing the GAP with a focus on strengthening programming, results, capacity and resources. To develop a sound and practical plan, UNICEF has undertaken extensive internal and external consultations throughout 2013, including the presentation of a 'zero draft' at the first regular session of the Executive Board in February 2014. The final, costed GAP will be completed by mid-April 2014 and shared at the annual session of the Executive Board in June 2014.

III. Progress under the SPAP 2010-2013

7. While several of the 19 benchmarks of the SPAP could not be tracked effectively and operationalized, four benchmarks have provided useful information for monitoring progress on promotion of gender equality over the 2010-2013 period. These are (a) conduct of gender reviews of country programmes; (b) tracking of expenditures for gender results using the Gender Equality Marker (GEM); (c) adherence of country programme documents to organizational standards for gender mainstreaming; and (d) gender parity in staffing. Additionally, UNICEF has been able to track its leadership and role in inter-agency partnerships through qualitative documentation. This section provides a final report on progress for the 2010-2013 period on the four benchmarks, as well as on inter-agency partnerships and gender mainstreaming in programmes. It notes how the implementation and application of the benchmarks can be further strengthened and made more meaningful in the GAP.

A. Gender reviews

8. An important accomplishment of the SPAP has been establishing an organizational requirement for a gender review of each country programme at least once in a country programme cycle (typically five years). The first year of the SPAP saw a surge of gender reviews — 40 in total — as many countries sought to catch up and fulfil the requirement. Since then, gender reviews of country programmes have continued to be carried out steadily, with 14 reviews in 2011, 21 in 2012 and 15 in 2013. In percentage terms, in 2011, 72 per cent of country programmes had carried out gender reviews within the past five years, while in 2012 this percentage was 76 per cent and in 2013 was 70 per cent. Although there is some variation across years, and the average falls a little below the SPAP target of 75 per cent, the general pattern is encouraging, in that 70 per cent or more of country programmes are reviewed from a gender perspective on a rolling basis.

9. The gender reviews have been supported by a package of guidance and tools that sharpens organizational learning on gender equality during the review process. Follow-up action and quality assurance during the reviews emerged as the main concerns during the end-of-cycle review. So far, where gender programme officers (such as those from headquarters offices) have provided support on using the package, there has been greater compliance and follow-up on action plans resulting from the reviews.

10. A key strategy under the GAP will be to more clearly link the reviews to established country programme processes. In particular, efforts are under way to embed them in midterm reviews and in the development of country programme documents, so that the gender reviews are not conducted or seen as a separate exercise, but rather as an integral part of country programmes. Furthermore, supporting robust and meaningful reviews and integrating findings into country programme planning and implementation will be a key technical assistance role for the regional gender advisers, as proposed under the new GAP. Equally important, the guidance materials developed to implement the programmatic focus as outlined in the GAP will provide practical tools to define more concrete action in terms of programme priorities on gender emerging from the reviews.

B. Gender Equality Marker

11. The GEM tracks the percentage of intermediate results and the programme expenditures expected to contribute to advancing gender equality and the empowerment of girls and women. It requires self-assessment against a four-category scale that ranges from zero (not expected to contribute to gender equality in any noticeable way) to three (advancing gender equality is a principal objective of the result). The end-of-cycle review indicated that the GEM has proven to be both an opportunity and a challenge. While it has provided an important opportunity for country offices to discuss how UNICEF contributes to gender equality, it is difficult to set up an objective verification of the GEM ratings. Based on the experience using the Inter-Agency Standing Committee Gender Marker, it is likely that there is inflation in tagging results in the 'principal' category and even more for results tagged in the 'significant' category.

12. Under the GAP, verification and quality assurance regarding the GEM will be a major focus of capacity building for country deputy representatives and planning and monitoring and evaluation officers, who will be further supported by newly established regional gender advisors. Additionally, the regional office and headquarters teams will undertake more periodic and systematic analyses of GEM ratings, progress against them and their alignment with expenditures at the activity level based on strategic intervention codes. These codes have been revised based on the new Strategic Plan and aligned with the gender priorities outlined in the GAP. These analyses will be more systematically shared with country and regional offices so they can make adjustments in a timely fashion.

13. While these limitations must be kept in mind, the overall trend in GEM ratings is positive, especially for this last year of the SPAP. GEM data indicate that expenditures contributing principally or significantly to gender results have risen from 58 per cent in 2011 and 2012 to 62 per cent in 2013. While this percentage is still below the SPAP target of 75 per cent, it is encouraging that the proportion of programme expenditures contributing principally to gender equality has increased steadily, from 11 per cent in 2011 to 13 per cent in 2012 and 16 per cent in 2013. Similarly, during the last year of the SPAP (2013), expenditures contributing principally or significantly to gender equality increased or held steady in most UNICEF regions (figure 1). In most cases, the combined percentage increased by 4-7 percentage points.

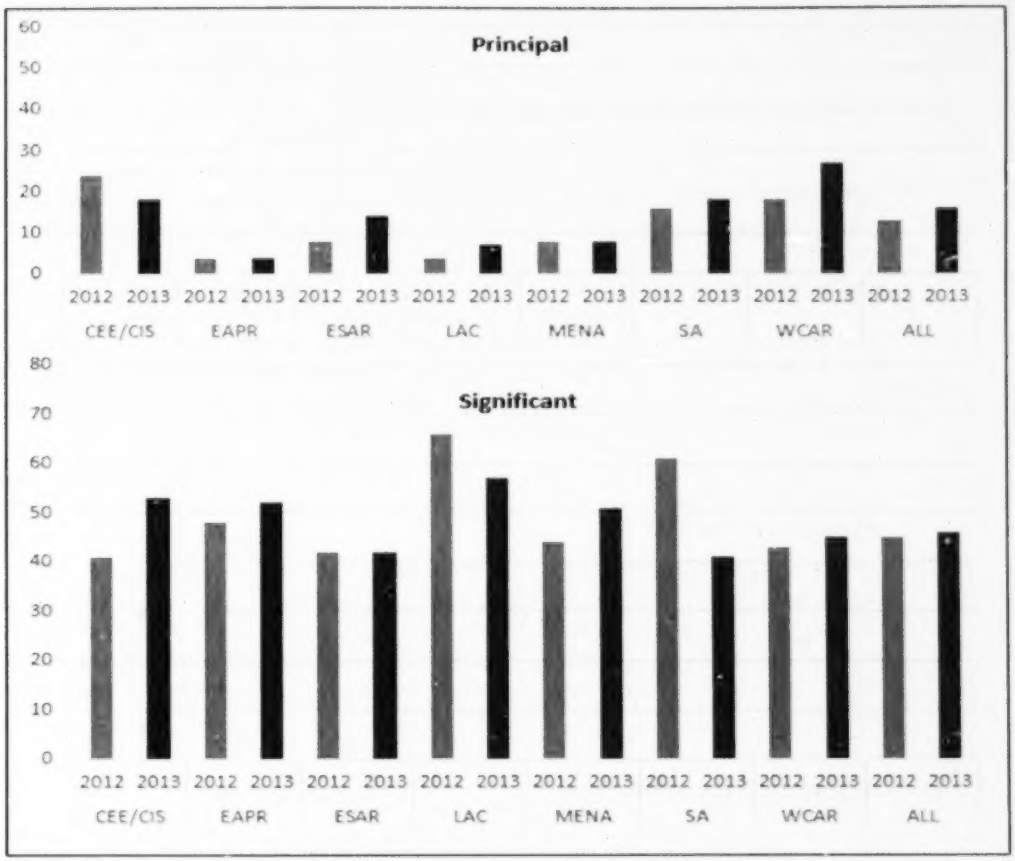

Figure 1

GEM expenditures in 2012 and 2013, principal and significant categories

14. Encouraging and noteworthy is the fact that in 2013, for the first time in the past four years, expenditures contributing principally or significantly to gender equality were above 50 per cent for all key result areas across the five focus areas of the medium-term strategic plan, 2006-2013. Data by key result areas indicate that, as in past years, the highest proportion of expenditures contributing principally or significantly to gender equality results were in education and child protection. However, other areas where gender integration has been less evident in the past showed progress. Two of the key result areas in the young child survival and development focus area showed marked increases in the 'principal' category, with combined programmatic expenditures of over $1 billion. For example, the key result area in support of Millennium Development Goals 4 and 5 showed a steady increase in expenditures contributing principally to gender equality, from 10 per cent in 2011 to 11 per cent in 2012 to 19 per cent in 2013. Lifesaving interventions in humanitarian situations, which have become especially important during the past year, showed an even greater increase in expenditures contributing principally to

gender equality, from 3 per cent in 2011 to 7 per cent in 2012 and 16 per cent in 2013.

C. Country programme document reviews

15. The annual qualitative review of country programme documents by an independent evaluator has shown that, after reaching a plateau for the past three years, the percentage of country programme documents approved by the Executive Board that meet established organizational standards for application of gender mainstreaming increased, from 59 per cent in 2012 to 67 per cent in 2013. This marks the first time the proportion has surpassed 60 per cent since the reviews were first conducted. This is a clear sign of progress, even though the percentage is still below the 80 per cent quality threshold and the percentage of country programme documents meeting standards for gender equality continues to be consistently the lowest among all key performance indicators evaluated.

16. The increase over the past year is encouraging and could be linked with increased awareness of the priority and positive impact of integrating gender across all areas of UNICEF work.

17. Under the new GAP, guidance on integrating gender in situation analyses and the development of country programme documents will be a key area to strengthen in order to sustain this momentum. An important step will be providing country offices with guidance during the country programme development process on the criteria used by external reviewers, and the most important steps for meeting those criteria.

D. Gender parity in staffing

18. Striving for gender parity in senior-level posts remains an organizational priority; there is clear evidence of improvement over time. At the end of 2012, 42 per cent of all P5 or higher positions were held by women, and this figure increased to 44 per cent in 2013.

19. UNICEF has put in place concrete policies and measures with the goal of achieving gender parity in senior-level posts within approximately four years, by the end of the GAP term. In a written message to all staff in August 2012, the Executive Director reiterated his commitment to achieving gender parity in senior positions, especially at D1 and D2 levels. The message underscored that gender balance should be one of the key selection criteria for recruitment, and that senior managers are responsible for operationalizing this principle. UNICEF is making sure that selection panels are gender balanced and short lists of candidates include women. Additionally, UNICEF is nurturing female staff from middle level upward for leadership positions and adding qualified females to 'talent groups', as part of efforts to build a ready pool of qualified candidates.

E. Leadership, advocacy and partnerships

20. UNICEF has demonstrated a strong role in leadership, advocacy and partnerships during the SPAP period. Especially in the last two years, UNICEF has

contributed with increased presence, voice and effectiveness in important international forums and partnerships on gender issues. These include A Promise Renewed, the emerging global partnership to end child marriage, the United Nations Girls' Education Initiative (UNGEI) and the UNiTE to End Violence against Women campaign. UNICEF has a shared role with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) encouraging a focus on inequalities in shaping the post-2015 agenda.

21. UNICEF has strengthened global partnerships to advance girls' education in a number of ways. The organization collaborated with a broad range of partners including Plan International, the Global First Education Initiative, UN-Women, Nike Foundation and the United Nations Foundation to mark the International Day of the Girl Child on 11 October 2013, with the theme of "Innovating for Girls' Education". UNGEI remains a key partnership for UNICEF in advancing girls' education. During the year, UNGEI concentrated on accelerating momentum on girls' education towards the 2015 deadline for achievement of the Millennium Development Goals and beyond. The focus was on strategic partnerships, including with the Global Partnership for Education, with which UNGEI signed an agreement to support girls' completion of primary education and transition to secondary education.

22. The Joint Programme on Female Genital Mutilation/Cutting (FGM/C): Accelerating Change, co-sponsored by the United Nations Population Fund (UNFPA) and UNICEF, concluded its first phase with a joint evaluation. It found that the joint programme has accelerated the abandonment of FGM/C in 15 programme countries and helped to strengthen the momentum for change at the global level. Some 30 governments, of which 18 represented UNICEF programme countries, gathered in Rome to review progress and plan the second phase of the programme, covering 2014-2017, as called for in United Nations General Assembly resolution 67/148 (2012).

23. UNICEF continues to be active in inter-agency processes and initiatives to promote gender equality as a member of the Inter-Agency Network on Women and Gender Equality. The organization has worked closely with UN-Women in support of the United Nations System-Wide Action Plan, in particular in sharing knowledge and experience with other agencies concerning the performance standard on tracking resources and developing gender markers. UNICEF also collaborated with UN-Women on advocating for a stand-alone goal on gender equality in the post-2015 development framework and on specific indicators and targets.

24. UNICEF facilitates reporting by United Nations country teams to the Committee on the Elimination of Discrimination against Women during its pre-sessional working group meetings. In addition, UNICEF co-chairs, with the United Nations Development Programme (UNDP), the sub-group on accounting for resources for gender equality of the United Nations Development Group Task Team on Gender Equality. UNICEF supported the task team in seeking the endorsement of the High-Level Committee on Programmes, High-Level Committee on Management and Chief Executives Board on common principles and standards for gender equality markers for the United Nations system.

F. Gender mainstreaming in programmes

25. Gender mainstreaming improved programme results in 2013, often benefiting the most disadvantaged females, such as indigenous women and girls, girls living in rural settings, girls most acutely affected by poverty and marginalized adolescent girls.

26. A few examples stand out concerning young child survival and development. In Zimbabwe, a gender analysis of nutrition programmes conducted with the relevant ministry resulted in actions to address programming bottlenecks, such as lack of decision-making power by women, access to and control of resources, and nutrition awareness. In Chile, UNICEF promoted the involvement of both parents in parenting and participation by boys and men in family care through activities such as training sessions for health care providers. In the Dominican Republic, UNICEF provided support to the Ministry of Labour in creating criteria and guidelines to set up breastfeeding rooms in workplaces. Through advocacy and technical support, UNICEF Honduras worked to ensure that the National Congress passed the Law on Promotion and Protection of Breastfeeding. The law constitutes an important step in guaranteeing working mothers the right to breastfeed their babies and providing follow-up support through child care centres.

27. In Gabon and Lesotho, country offices are working to strengthen AIDS planning and responding to girls' needs as part of addressing the stark gender disparity in the HIV prevalence rate among adolescents aged 15 to 24.

28. In child protection, UNICEF offices in Rwanda, South Africa, Swaziland and Zambia supported initiatives to strengthen gender-sensitive services for survivors of gender-based violence (GBV) through the establishment of one-stop service centres. Many UNICEF education programmes benefited from applying a gender mainstreaming approach. In Iraq, for example, UNICEF and UN-Women conducted a gender audit of curriculum and textbooks. In Somalia, UNICEF supported the Go to School programme, which employed community-level social mobilization mechanisms and female role models to increase girls' enrolment.

IV. Developing and implementing the Gender Action Plan

29. These examples of good programming and the encouraging signs of results from systems strengthening provide a strong foundation for advances during the next four years. In 2013, UNICEF was simultaneously developing the new GAP while concluding the priority activities of the SPAP. Development of the GAP has involved four main processes: (a) extensive internal and external consultations; (b) mapping of priorities and specification of a programmatic framework; (c) engagement with the Strategic Plan development process and specification of indicators; and (d) assessment of the institutional capacity, systems and resources necessary to successfully implement the GAP. Initial steps for implementing the key features of the new GAP — establishing its programmatic focus, specifying results, building capacity and increasing resources — were embedded in all four processes.

A. Consultative process

30. Allowing all stakeholders to share ownership of the GAP is essential to its success, so consultations within UNICEF and with external partners were important activities in 2013. The consultative process was useful for learning from past experiences and challenges faced not only by UNICEF but by most organizations in mainstreaming gender, and for forging viable solutions. Thus, UNICEF reached out to its field offices, sister United Nations agencies and Members of the Executive Board, as well as research and civil society organizations. The consultations helped UNICEF to position its priorities, with the objective of advancing local and global agendas on gender issues and mainstreaming as reflected in the Millennium Development Goals, and to participate in shaping the post-2015 development framework.

31. Priority was placed on ensuring that the field perspective informed the GAP so that it would be a practical tool in terms of programmatic relevance, organizational systems and ownership by UNICEF country and regional offices. All seven regions and most headquarters divisions participated in the end-of-cycle review of the SPAP. A reference group consisting of members of the Gender Equality Task Force (representing the seven regions) and representatives of headquarters divisions has served as the main consultative body during the GAP development process. A global technical consultation was organized in Bangkok in November. Attended by the Deputy Executive Director for programmes, it brought together over 50 staff members from all regions and different parts of the organization.

32. The consultation led to identification of priority issue areas for the organization's programmatic focus on gender equality, related bottlenecks and barriers, and options for building capacity that could be incorporated into the new plan. It energized the participants to contribute their experience and expertise while and also taking back shared learning for further reflection in offices across UNICEF. An intranet site was established to facilitate further communication among the reference group, consultation participants and UNICEF staff in general in developing and finalizing the GAP.

33. From the start of the GAP development process, sister United Nations agencies were consulted to ensure better coordination and complementarity in organizational plans and strategies. Consultations took place through a number of meetings with UN-Women, UNFPA and UNDP between June and December 2013. These meetings focused on (a) addressing overlaps and ensuring complementarity of gender focus in all entities' strategic plans; (b) collaborating to operationalize the United Nations' gender mandate in the context of the quadrennial comprehensive policy review and Delivering as One and aligning with the United Nations System-wide Action Plan; and (c) jointly mobilizing around shared, measurable goals and indicators in the post-2015 development agenda. A major emerging focus of shared efforts was the rights and empowerment of adolescent girls and initiatives to address GBV. It was agreed that each agency brings both a clear mandate and its own unique added value in moving the shared agenda forward.

34. The meetings with Executive Board members, both bilaterally and in small groups, focused on the overlap in programme priorities between UNICEF and Member States. They addressed concrete ways to achieve results and increase resources for gender work within the framework of the UNICEF Strategic Plan.

Discussions with programme and donor countries addressed the overlap in their gender policies and frameworks with the evolving priorities in the GAP. Shared commitments were evident on issues such as child marriage, girls' education, adolescent health and violence against women and girls. Member States emphasized the importance of costing the GAP and obtaining sufficient resources for its implementation, along with putting in place a meaningful process for tracking implementation progress.

B. Specification of programmatic framework

35. First and foremost, these consultations have helped to shape the programmatic framework for the new GAP. It was decided during the year that it must be grounded in the overarching UNICEF refocus on equity. A focus on gender equality is necessary not only for achieving equitable results (given gender disparity in child outcomes), but also because gender discrimination causes bottlenecks and barriers to ensuring realization of the rights of all children. Furthermore, based on the most recent evidence summarizing the historical challenges with gender mainstreaming approaches, it is clear that integrating gender into organizational operations requires both targeted efforts and gender mainstreaming. It was, therefore, determined that UNICEF will employ both over the next four years as it works to achieve gender-equitable results and overcome bottlenecks and barriers.

36. In specifying the targeted initiatives, considerable effort was spent in mapping ongoing UNICEF work to assess the issues that present the best options for acceleration based on various strategic considerations. Primary consideration was given to the relevance of an issue to the lives and rights of large numbers of children, followed by its relevance across the range of UNICEF-supported countries and regions. Another important consideration was the extent to which the evidence base and established measures could support mobilizing action at scale and specifying measurable results. A final consideration was the potential for more efficient and viable solutions across sectors for addressing gender-related issues.

37. The mapping led to the conclusion that UNICEF was well-positioned to make a transformative contribution on four cross-sectoral gender issues by consolidating action across all seven result areas in the Strategic Plan and prioritizing them in the GAP. The four issues are (a) girls' secondary education; (b) child marriage; (c) gender and adolescent health; and (d) GBV in emergencies. As a foundation for accelerating progress in 2014-2017, the process of assessment during 2013 led to further sharpening of the gender focus in these four areas of UNICEF work.

Girls' secondary education

38. Girls' secondary education has been prioritized as an initiative under the GAP because of the overwhelming evidence that educating girls, particularly to secondary level, can be profoundly transformative, not only for girls, but also for their families, communities and societies. Despite this fact and the progress made in increasing enrolment at primary level, the potential of girls' education has not been realized in many parts of the world. In too many countries, particularly in sub-Saharan Africa and South Asia, gender gaps for girls widen at secondary level. This is especially the case among girls belonging to marginalized groups — for example, girls who are poor, live in rural areas or come from ethnic minority groups. In other

regions, despite higher rates of secondary school completion, the quality of learning and the skills girls acquire are not adequate for their success in the personal, social, political or economic spheres.

39. UNICEF has a long history of supporting girls' education, and is already investing significant resources to improve enrolment, retention and learning outcomes. Demand-side interventions include stipends, scholarships and cash transfers to improve access for the most disadvantaged girls and support to community-based initiatives aimed at changing social norms that prevent girls from meaningfully participating and succeeding in school. UNICEF supports creation of spaces for girls' empowerment by strengthening their social and peer networks and increasing access to mentors and economic opportunities. Supply-side interventions have focused on adequate provision of quality education services; improved water and sanitation facilities in school, including provision for menstrual hygiene for adolescent girls; integration of gender-responsive pedagogy as part of the child-friendly school approach; teacher training and capacity development; and addressing GBV in schools.

40. For example, in Nigeria UNICEF supports the Girls' Education Project through conditional cash transfers and female teacher trainee scholarships, aiming to boost girls' enrolment and retention. Data have demonstrated the impact of these efforts, with the net attendance ratio for girls at the junior secondary level increasing from 49 per cent in 2007 to 71 per cent in 2013. In Ethiopia, UNICEF is piloting an initiative promoting income-generating activities through a revolving fund to promote girls' education in the Gambella region. In Nepal, UNICEF supports the Girls' Access to Education programme, which provides non-formal education to out-of-school girls, mostly from marginalized communities.

41. As part of articulating a vision, strategy and theory of change that advance the focus on equity and learning in the Strategic Plan, UNICEF is building on its earlier success in school readiness and expanding access to primary and lower secondary education. It is concentrating on improving learning outcomes for girls in countries where they are excluded from education in significant numbers. In conjunction with the International Day of the Girl Child 2013, a review and mapping was undertaken of innovations that support girls' transitions and retention in school and improve their skills, prospects and self-confidence. In partnership with UNGEI and gender and education experts, UNICEF has been reviewing the availability of quality data and improved metrics to monitor gender equality in education. Equally, through its strategic role in the Global Partnership for Education, support to the Secretary-General's Global Education First Initiative and as the lead agency for UNGEI, UNICEF is encouraging governments, donors and development partners to give priority to advancing girls' education and the related equity and learning agenda as part of the post-2015 development agenda.

Child marriage

42. Child marriage is prioritized because it represents one of the most widespread structural and normative barriers a girl faces in many regions of the world. It robs a girl of her childhood, ends her education, exposes her to violence, disease and early childbearing; and puts her in a subordinate position for life. Girls who marry are likely to remain in poverty, as are their children. And the numbers are large:

70 million women aged 20-24 — one woman in three — were married as children. Over the last three decades, 400 million women were married as children.

43. Over 40 UNICEF country offices are already engaged in addressing child marriage through advocacy, capacity-building, partnerships and communication for development activities. For example, in Burkina Faso, UNICEF is carrying out social mobilization campaigns through local media and community leaders to gain the commitment of prominent traditional leaders to end child marriage and raise awareness of its harmful consequences. The Ethiopia and India country offices have been working closely with governmental and other partners in developing national plans of action to end child marriage. The India country office is supporting the roll-out of a media campaign on ending child marriage. In most countries active on this issue, there is recognition that promoting girls' education is the single best preventive to child marriage. As a result, countries such as Bangladesh and Ethiopia are piloting cash transfers to support girls to stay in school. Initiatives to empower adolescents to be change agents against child marriage are under way in a number of countries, including Bangladesh and Nepal.

44. In the last year, UNICEF has further advanced its leadership role in identifying solutions to child marriage both in collaboration with donor and programme countries and within key global partnerships. Building on the momentum generated by the International Day of the Girl Child 2012, which focused on ending child marriage, UNICEF has provided strategic and technical support to bilateral and multilateral efforts to articulate policy and resource commitments to ending child marriage. This has included close collaboration with the governments of Canada, the Netherlands, the United Kingdom and the United States, as well as with the European Commission. In addition to programming resources already deployed at country level, UNICEF has committed $2 million in core resources over one year (2014) to support development of strategies and capacity to end child marriage in eight countries: Bangladesh, Burkina Faso, Ethiopia, India, Nepal, Niger, Uganda and Sierra Leone.

Gender and adolescent health

45. Gender disparities in health status and outcomes become more pronounced as girls and boys reach adolescence, with the onset of puberty and differing experiences of life transitions. For example, boys become more vulnerable to road traffic injuries and violence, while for girls the leading cause of death is complications related to pregnancy and childbirth. Data from 21 developing countries show that more than one third of all girls aged 15 to 19 suffer from anaemia. In addition, 60 per cent of the almost 2.2 million adolescents living with HIV are girls. The initiative targeting gender and adolescent health in the GAP provides an overarching framework for addressing interconnected adolescent health issues with a clear focus on gender disparities.

46. Adolescent pregnancy and care are important priorities in UNICEF work in health. Moreover, adolescent mothers have 50 per cent more stillbirths and newborn deaths than do mothers aged 20-29 years. Preventing teenage pregnancies and providing adequate prenatal and postnatal care are therefore important elements of A Promise Renewed. Commitments to it have been made by 176 governments, and supportive action has accelerated across the globe in the last year.

47. Similarly, the gendered nature of HIV and AIDS is a key concern for UNICEF. The new Strategic Plan has a strong focus on addressing the gender-related barriers to prevention and care in the second decade of life, so that boys and girls have full access to the information, support and treatment they need.

48. UNICEF is leading the integration of menstrual hygiene management into its water, sanitation and hygiene (WASH) programming in schools. In the past year, the emphasis on documenting practices and barriers girls experience in various contexts has increased, along with efforts to develop viable solutions based on stronger evidence. UNICEF is developing guidelines for incorporating a menstrual hygiene management package into WASH in Schools programmes, and is taking on a more visible advocacy role with global partners and national governments.

49. UNICEF has a strong history of addressing FGM/C, working with UNFPA, and action in this area has accelerated in 2013. The two agencies concluded the first phase of the Joint Programme on Female Genital Mutilation/Cutting, which covered 15 African countries between 2008 and 2013. Both contributed to the evaluation of the programme. In July 2013, UNICEF published a data-driven report, "Female Genital Mutilation/Cutting: A statistical overview and exploration of the dynamics of change". The report provides the most comprehensive analysis of FGM/C to date and explores the data from a social norms perspective. It provides insights to support programmes and policies working to eliminate the practice. A second phase of the programme (2014-2017) is now under way, covering 16 African countries and Yemen.

50. Another area that saw a growing role for UNICEF during 2013 was the integration of broader health services in the delivery of the HPV vaccine to girls aged 9 to 13. In collaboration with a consortium of GAVI Alliance partners (World Health Organization, PATH and UNFPA), UNICEF participated in the HPV vaccine demonstration project and is supporting concurrent assessments on adolescent health interventions. Using a toolkit developed by UNICEF in collaboration with the World Health Organization and UNFPA, these assessments are currently under way in four countries (Ghana, Malawi, Sierra Leone and Zimbabwe), with technical assistance from UNICEF.

Gender-based violence in emergencies

51. GBV is one of the most pervasive yet least recognized violations of human rights in the world. The vulnerability of women and girls to GBV is particularly acute during disasters and conflicts, which exacerbate it. In such contexts the risks of violence are compounded by armed conflict, displacement and the breakdown of traditional protection mechanisms. Women and girls faced heightened risk of multiple forms of GBV where emergencies reduce access to services and formal systems of protection and justice, cause displacement and separate families and communities. Another key challenge is the lack of reliable data on GBV, in both humanitarian and non-emergency situations.

52. With UNFPA, UNICEF co-leads the GBV area of responsibility in the protection cluster of United Nations humanitarian action. As such, it supports the development of global guidance, standards and tools on consistent and effective GBV programming in emergencies. In recent years, UNICEF has expanded its GBV programming to better serve affected children and women in several emergency and post-emergency contexts, including Democratic Republic of the Congo, Jordan,

Lebanon, Somalia and South Sudan. The largest UNICEF programme to address conflict-related GBV is being implemented in Democratic Republic of the Congo. It reaches over 600,000 people a year with information on preventing sexual violence and how and where to access services.

53. UNICEF has been working to support and empower adolescent girls in emergency contexts. For example, in Democratic Republic of Congo UNICEF is working with local partners to establish adolescent discussion groups (separate groups for girls and boys) to build life skills and challenge tolerance of sexual violence. In Nepal, as part of efforts to reintegrate girls and boys associated with armed forces and armed groups, UNICEF is providing reintegration support. This includes life skills education for young mothers to help them to attend school while supporting their children.

54. UNICEF is articulating priorities to better respond to children and women in emergencies as part of the global initiative Call to Action to End Violence against Women and Girls in Emergencies. It incorporates the Keep Her Safe initiative of the United Kingdom government and the Safe from the Start initiative of the United States government. UNICEF launched its End Violence against Children campaign, a multi-year global initiative to build awareness and generate momentum to prevent and respond to violence against children, including in the context of emergencies. In addition, the organization has been collaborating with UNFPA, United Nations High Commissioner for Refugees and the International Rescue Committee to roll out the gender-based violence information management system, which is used in 18 countries.

C. Strategic planning process and specification of indicators

55. As this summary has shown, UNICEF is already accelerating its work on the four targeted gender priorities and is well positioned to both deepen and expand current programming. With this level of action and investment, it is critical to measure results. The SPAP end-of-cycle review revealed that the lack of an overarching results framework on gender made it impossible to determine the cumulative impact of the efforts undertaken under the previous plan. Learning from this past omission, UNICEF has made every effort to integrate gender indicators into the results framework of the Strategic Plan 2014-2017 and to align them with the GAP programmatic framework. The integration process began in 2012 and continued through 2013. Consultations between the gender team, sectoral colleagues and the Division of Policy and Strategy have led to the development of measurable outcome- and output-level gender indicators in each of the outcome areas.

56. This close collaboration has encouraged a focus on quality in specifying gender indicators that reflect the cumulative effort across the organization. Rather than focusing on quantity and pressing for all indicators to have a gender focus, the teams have worked together to specify gender indicators in each outcome area that are feasible and measurable across the range of countries where they would be practically applicable. As such, the results framework for the Strategic Plan includes 42 gender indicators, covering impact-, outcome- and output-level results across the seven outcomes. These indicators have relevance to both gender mainstreaming and the targeted gender initiatives.

57. This close collaboration means that the programmatic framework for the GAP is reflected in the theories of change developed for the seven outcomes. Equally important, the gender team is working with the lead teams of all the outcome areas to integrate GAP programming priorities into the sectoral strategies and guidance materials developed to support implementation of the Strategic Plan. As more detailed guidance on the GAP priorities is developed, it will be systematically linked to the relevant sectoral guidance materials. This will make it an integral element of the organization's programmatic work rather than a separate stream or an afterthought.

D. Institutional capacity and resources

58. UNICEF senior management has taken an active role in assessing the capacity, systems and resources required to implement the new GAP. In addition to championing the integration of GAP priorities into the Strategic Plan and related tracking and monitoring processes, it has deliberated on how to best ensure accountability for GAP results, how to put in place the core capacity and expertise required to implement the plan, and how to mobilize both core and other resources to support the specified programme priorities and results.

59. There is agreement that accountability for performance on GAP implementation and results lies fundamentally with management, including regional and division directors as well as country representatives and section chiefs. Efforts are underway to determine the best process for putting this accountability into action — such as through job definitions, performance evaluations and other means. A steering committee led by the Deputy Executive Director, Programmes, will ensure organization-wide accountability on implementation of the GAP.

60. A decision has been made to support GAP implementation with an additional $12 million in regular resources during the 2014-2017 budget cycle. Additionally, a thematic fund on gender has been established to mobilize resources on the cross-sectoral aspects of the GAP, particularly the targeted gender initiatives and the bottlenecks and barriers that are common across sectors. The fund will especially support innovation and evidence-building on these cross-sectoral gender priorities. It is expected that gender mainstreaming activities will be supported by a combination of core, sectoral thematic and other funds. The delineation of a programmatic focus in the GAP is already providing the impetus for accelerated fundraising and programming on the targeted initiatives, with a clearer articulation of gender results and budget lines in proposals. Henceforth, this articulation will be required for all proposals that include a significant gender component in the proposed scope of work.

61. UNICEF has reviewed existing capacity and the need for gender expertise, both across sectors and within sectors, to carry out the programming priorities articulated in the GAP. A multi-pronged approach to strengthening UNICEF capacity on gender has been developed, beginning with the enhancement of core capacity by adding gender advisors in each regional office and strengthening gender capacity at headquarters. Over the next two years, country offices will be using their programme planning and review cycles to increase both dedicated gender expertise and capacity in line with their programmatic focus on gender and the size of their budgets. Plans are underway to better tap into existing gender capacity within

sectors and strengthen it further, by creating a new job category of sectoral gender specialists, thus making gender mainstreaming more sustainable.

62. UNICEF is defining other modalities for defining skills and strengthening capacity on gender, especially for gender focal points in smaller offices, and for key posts in country offices such as deputy representatives and planning and monitoring officers. Given their central role in country programmes, staff in these positions will receive more targeted training on gender. Gender training will be further strengthened for all staff through the Programme Procedures and Policy manual. Cross-sectoral task forces and working groups organized around specific programmatic activities and results are proving to be another effective means for building strategic and technical capacity on gender. Their role will be strengthened, especially in the work on targeted gender initiatives.

V. The way forward

63. The trend with respect to gender equality at UNICEF is encouraging. While the end-of-cycle review pointed to some clear gaps following implementation of the SPAP, development of the GAP has responded systematically to these findings so UNICEF can build on existing strengths and achievements while avoiding past mistakes. The SPAP performance review indicates that several key performance benchmarks are now trending positive, especially over the past year. Priority is being placed on gender issues across all areas of work, as reflected in increasing expenditures on results contributing principally or significantly to gender equality. Country programmes are improving in their integration of gender, and they are more regularly being reviewed from a gender perspective. Strong partnerships have been forged in support of gender equality and the empowerment of girls and women, and there is progress in closing the UNICEF gender gap in senior level posts.

64. This positive momentum has been reinforced by the GAP development process, which has engaged senior management and all parts of the organization, including country and regional offices and headquarters. The engagement has led to the further strengthening and expression of commitment to gender equality and the empowerment of girls and women among staff and the clear articulation of gender results and indicators in the new Strategic Plan.

65. Organizational dedication to gender equality is evident in the commitment of resources and the development of capacity in this area. Ongoing programmatic work on gender issues critical to the UNICEF mandate represents a promising launching point towards achieving the gender results set out in the GAP.

66. The GAP lays out an ambitious agenda, and much remains to be done. At the same time, the momentum and the organization's strong commitment hold promise for achieving its goals.